Diversity & Inclusion Benchmarking Survey

Industrial Products and Services Data Sheet

574 Corporate Respondents
5 Regions
35 Countries
Many Industrial Products & Services (IPS) organisations have publicly declared their commitment to Diversity & Inclusion (D&I), but how have they translated strategy into execution and what impact is it having on the employee experience? PwC’s D&I Benchmarking Survey seeks to find out.

Organisations are making strides around diversity

IPS organisations are making strides around translating D&I strategy into action: While D&I is a stated value or priority area for 78% of organisations, 64% of respondents do not feel diversity is a barrier to progression at their organisation.

However, few D&I programmes reach full maturity

Only 8% of IPS organisations’ D&I programmes reach the highest level of maturity when assessed against the four dimensions of PwC’s D&I maturity model:

1. Understanding the Facts of Today (UFT): Initiating a continuous data-driven process for understanding the facts of what’s happening in the organisation today
2. Building an Inspirational Strategy (BIS): Creating a business-focused vision and strategy for D&I that reflects the reality of today and the real potential of tomorrow
3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance
4. Creating Sustainable Movement (CSM): Executing the D&I strategy across all elements of the business

Degree of programme maturity

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<th>Differentiated</th>
<th>Basic</th>
<th>Progressing</th>
<th>Emerging</th>
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</thead>
<tbody>
<tr>
<td>BIS</td>
<td>16%</td>
<td>30%</td>
<td>40%</td>
<td>21%</td>
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<tr>
<td>DLE</td>
<td>38%</td>
<td>41%</td>
<td>27%</td>
<td>26%</td>
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<tr>
<td>CSM</td>
<td>21%</td>
<td>11%</td>
<td>12%</td>
<td>8%</td>
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<tr>
<td>UFT</td>
<td>21%</td>
<td>16%</td>
<td>36%</td>
<td>39%</td>
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<tr>
<td>Overall</td>
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D&I programme goals

Nearly half of IPS organisations surveyed (42%) view their D&I programme primarily as a way to attract and retain talent, but far fewer are connecting D&I directly to responding to customer expectations, or enhancing their external reputation.

The primary objective of D&I is to...

- 7% Respond to customer expectations
- 22% Achieve business results
- 11% Enhance external reputation
- 42% Attract and retain talent
- 18% Comply with legal requirements

Programme oversight

While D&I survey data indicates that having a C-Suite D&I leader is a differentiator between organisations where diversity is not considered a barrier to progression and those where it is, only 19% of organisations have adopted this programme structure.

The D&I programme leader is...

- 27% No D&I leader in place
- 28% Staff with non-D&I responsibilities
- 19% Peer to C-Suite
- 23% Reports to senior executives

Source: PwC: Global D&I Data, 12/31/18 based on 574 responses across 5 regions and 35 countries
Accountability for D&I results

Tasking leaders with specific D&I goals is key to driving results. Despite this, just under a third of IPS organisations have adopted this practice (30%) and fewer measure progress towards the achievement of these goals.

How does your organisation drive accountability for D&I results?

- Leaders are tasked with specific D&I goals: 30%
- Leaders’ progress toward meeting their D&I goals is measured: 25%
- D&I goals influence performance evaluation and compensation outcomes for leaders: 19%
- D&I goals influence performance evaluation and compensation outcomes for all employees: 16%
- None of the above: 28%

Training programmes in place

Almost half of IPS organisations (46%) provide training on non-discrimination and regulatory compliance, and nearly the same proportion (43%) are also expanding training to focus on how to embrace differences among employees in the workplace.

Training programmes focus on...

- Non-discrimination & reg. compliance: 46%
- Embracing difference: 43%
- Overcoming unconscious bias: 41%
- Managing diverse populations: 32%
- Embedding inclusive behaviors: 29%

Role of affinity networks/resource groups

Among the organisations that have affinity groups, they are being used to both connect people and drive strategic priorities. Instituting and leveraging networks in this way is a significant opportunity for the 31% of IPS organisations that still do not have affinity groups.

Affinity groups at my organisation...

- No affinity groups: 31%
- Provide support and mentorship: 30%
- Connect people: 35%
- Execute programmes: 37%
- Leveraged to drive strategic priorities: 28%

Leveraging data

Driving sustainable change requires effective monitoring efforts. The majority of organisations track employee demographics (e.g., gender), but significantly fewer measure discrepancies in compensation, performance, or promotions based on these attributes.

My organisation gathers and analyses the following types of data

- Employee demographics: 53%
- Discrepancies in performance: 30%
- Discrepancies in compensation: 30%
- Discrepancies in promotions: 26%
- Feedback from customers: 18%
- None: 12%

Source: PwC: Global D&I Data, 12/31/18 based on 574 responses across 5 regions and 35 countries
Take the D&I Benchmarking Survey

Diagnose the maturity of your organisation’s D&I programme, and see how your organisation compares to others in your region and industry.

pwc.com/diversity-survey

Additional reading

Preparing for tomorrow’s workforce today: How we work, the place of work within our lives and even what we mean by work are being transformed. What are organisations doing to prepare? And where do they need to step up?

Out to Succeed: Find out what high potential LGBT+ employees want from employers. Are businesses delivering? What more should organisations do to enable LGBT+ talent to succeed?

Mandatory UK Gender Pay Reporting: What do gender pay disclosures tell us? Through first year of required gender pay reporting, we are able to get a detailed sense of the gender pay gap that sits within the UK’s key employers.

For a deeper discussion, contact:

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